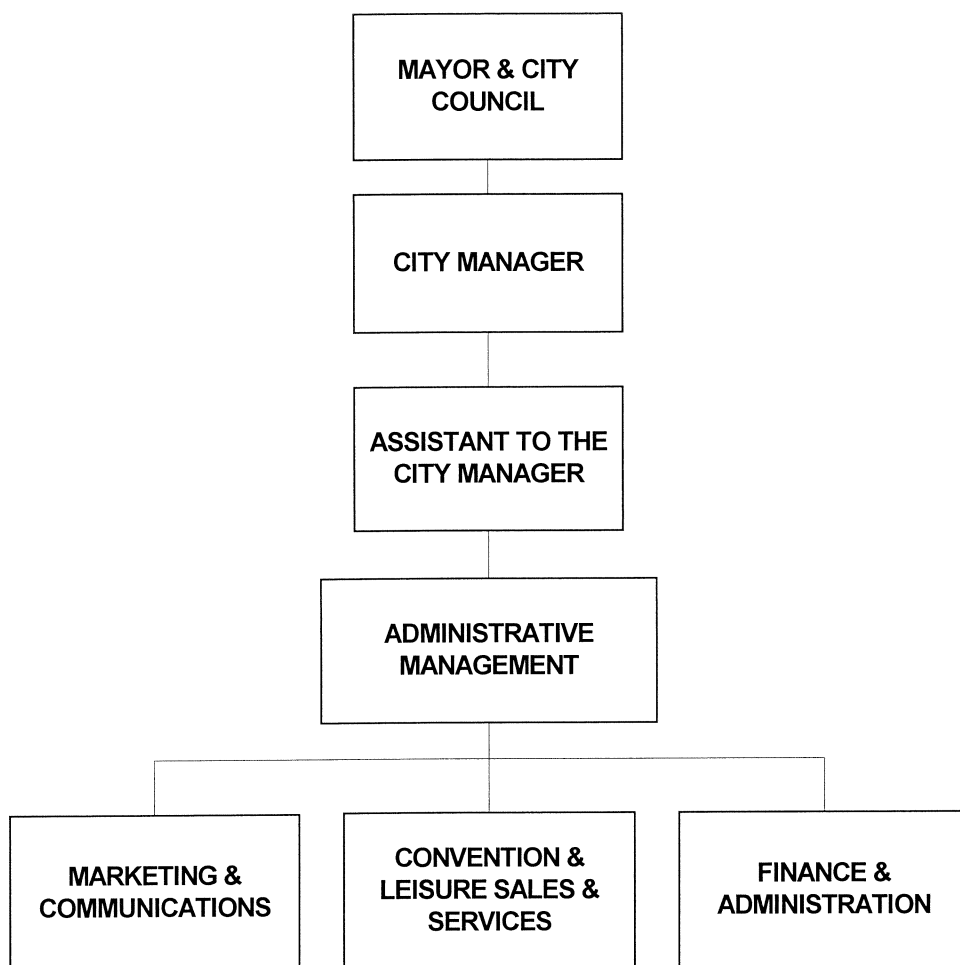


CONVENTION & VISITORS BUREAU



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Community & Visitor Facilities Fund	86.72	\$13,562,574
Official City Store Fund	7.09	423,780
Total Funding	93.81	\$13,986,354

CONVENTION & VISITORS BUREAU

COMMUNITY & VISITOR FACILITIES FUND

MISSION STATEMENT

To promote and market San Antonio as a premier leisure visitor and convention/meeting destination for the purpose of positively affecting the City's economy.

PROGRAM INFORMATION

The Convention and Visitors Bureau (CVB) promotes and markets San Antonio as a leisure visitor, convention and meeting, special event, and film location destination. This is accomplished through partnerships with the private sector, meeting industry trade and leisure visitor advertising strategies, the direct solicitation of conventions and corporate meetings, group tour and travel operators and film clients, public relations strategies, client support and service programs, market research and other marketing efforts including internet. The primary operational areas of the Bureau are: Convention and Leisure Sales & Services, Marketing and Communications, and Finance & Administration.

GOALS & OBJECTIVES

- ◆ **Selling** - Maximize the number of visitors, visitor spending and related economic impact to San Antonio through effective sales and marketing programs in order to grow the Hotel Occupancy Tax.
 - To maintain and strengthen the City's position as a premier convention/corporate meeting destination by maximizing utilization of hotel room nights via the successful booking of the Convention Facilities and the Alamodome.
 - To increase consumer awareness (worldwide) of San Antonio as a preferred visitor destination through advertising strategies and editorial placement of print and electronic media.
 - To continually develop and maximize Internet marketing strategies and opportunities.
 - To continue to enhance San Antonio's reputation as a premier location for film, television, commercial, and print media production.
- ◆ **Strategic Partnerships** - Improve communication and collaboration with strategic partners in order to expand the reach of destination marketing efforts and enhance public and private resources.
- ◆ **Human Resource Development** – Invest in training/professional development, incentives, cross-training, and enhanced intradepartmental SACVB communication and collaboration to ensure maximum efficiency and effectiveness in our destination marketing efforts.
- ◆ **Service** - Maintain and encourage high service at all levels to maximize repeat business/visitation.
- ◆ **Research** - Utilize research to the fullest extent in order to make fact-based sales, marketing and operational decisions.
- ◆ **Accountability Measures** - Increase the means through which accountability measures can be associated with SACVB activities to ensure a maximum return on investment on all those activities.
- ◆ **Technology** - Maximize the integration of technology in all aspects of SACVB internal and external operations to ensure maximum operational effectiveness and efficiency.

CONVENTION & VISITORS BUREAU

COMMUNITY & VISITOR FACILITIES FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Strengthen Convention/Tourist Industry					
	Maximize the number of visitors, visitor spending and economic impact to San Antonio	No. of Room Nights Consumed (Citywide) ¹	6,712,638	6,790,000	6,914,000	7,121,000
Financial	Provide Economic Development Opportunities					
	Maximize the number of visitors, visitor spending economic impact to San Antonio	Total of 7% Hotel Occupancy Tax Collections (In Millions)	\$34.7	\$35.9	\$36.2	\$37.8
	Maximize the number of visitors, visitor spending economic impact to San Antonio	Direct Exp. For CVB Initiated Convention Delegates Hosted (In Millions) ^{2,3}	\$383.5	\$380.8	\$381.8	\$400.2
	To increase consumer awareness of San Antonio as a preferred visitor destination through public relations & promotions	Monetary Value – Public Relations Exposure (In Millions) ⁴	\$8.8	\$7.0	\$7.0	\$3.0
Internal Processes	Strengthen Convention/Tourist Industry					
	To maintain & strengthen the City's position as a premier convention/corporate meeting destination	No. of CVB Initiated Convention Hotel Room Nights Booked ^{5,6}	804,143	935,000	760,000	825,000
		No. of CVB Initiated Convention Room Nights Hosted ³	710,311	731,600	712,000	746,370
		No. of CVB Initiated Convention Delegates Hosted ³	425,743	422,700	423,800	444,270
	Refine strategic plans targeting future industry trends through continued analysis of marketing results	No. of Visitor Packets Requested	378,603	334,000	375,000	350,000
	To continually develop & maximize internet marketing strategies & opportunities	No. of Website Visits	1,164,900	1,340,000	1,500,000	1,800,000

CONVENTION & VISITORS BUREAU

COMMUNITY & VISITOR FACILITIES FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	Innovative and Proactive City Government					
	Develop and train staff through continuing education in service and sales techniques	% of CVB Staff Participating in Continuing Education/Training	100%	100%	100%	100%
		% of Supervisor / Management Staff Participating in Continuing Education/training	100%	100%	100%	100%

EXPLANATORY INFORMATION

- ¹ Smith Travel Research (STR) was utilized to report Actual FY 2003, Estimated FY 2004, and Adopted FY 2005 figures. To allow for more accurate comparison, the Rev. Budget FY 2004 figure, previously provided by Source Strategies, has been revised to reflect STR data.
- ² Based on \$900.89 per delegate expenditure (Deloitte & Touche 1998 study) for International Association of Convention and Visitor Bureaus (IACVB).
- ³ Definition of measurement base was adjusted to reflect only activity initiated/booked by CVB staff versus including both CVB staff and hotel reported information presented in prior years. This definition change required adjustments to the FY 2004 Rev Budget totals in order to accurately reflect this change and is consistent with best practices.
- ⁴ Reduced figure for Adopted FY 05 is the result of reorganization and redirection of resources.
- ⁵ Adopted FY 05 is based on a four (4) year average.
- ⁶ Estimated FY 2004 impacted by declines in both short-term and corporate business.

PROGRAM CHANGES

◆ REDIRECTIONS/REDUCTIONS

\$541,632

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This **reduction** will result in net savings totaling \$1,184 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

VACANCY SAVINGS

This **reduction** totaling \$124,298 will freeze two Account Executive II's for twelve months and an Account Executive I for six months. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

LINE ITEM EXPENSE REDUCTION

This **reduction** totaling \$416,150 will result in savings in several line item expense budgets to include travel, hosting, temporary services, printing, and communications. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

CONVENTION & VISITORS BUREAU

COMMUNITY & VISITOR FACILITIES FUND

PROGRAM CHANGES CONTINUED

◆ IMPROVEMENTS

\$112,934

WORKFORCE COMPENSATION ENHANCEMENT

This **improvement** totaling \$112,934 will provide a market adjustment and performance pay incentive for eligible employees included in the Community & Visitor Facilities Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CHARACTER

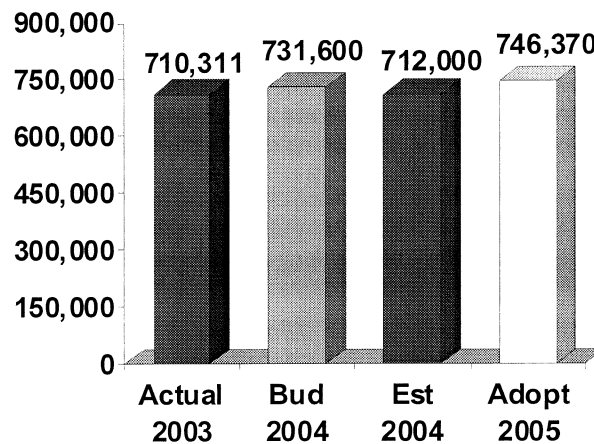
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$4,508,851	\$4,217,860	\$4,291,829	\$4,447,212
CONTRACTUAL SERVICES	10,600,409	9,547,138	9,013,365	8,975,518
COMMODITIES	187,178	117,327	105,033	117,472
OTHER EXPENDITURES	49,529	48,078	48,078	22,372
CAPITAL OUTLAY	70,755	281	281	0
TOTAL EXPENDITURES	\$15,416,722	\$13,930,684	\$13,458,586	\$13,562,574
 AUTHORIZED POSITIONS	 145	 125	 125	 125
FULL-TIME EQUIVALENTS	106.31	86.72	86.72	86.72

VISITOR INFORMATION CENTER AND CITY STORE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$57,552	\$214,740	\$190,485	\$210,916
CONTRACTUAL SERVICES	17,122	85,001	69,401	100,208
COMMODITIES	86,354	96,157	106,000	111,557
OTHER EXPENDITURES	9,743	11,194	11,194	1,099
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$170,771	\$407,092	\$377,080	\$423,780
 AUTHORIZED POSITIONS	 9	 9	 9	 9
FULL-TIME EQUIVALENTS	7.09	7.09	7.09	7.09

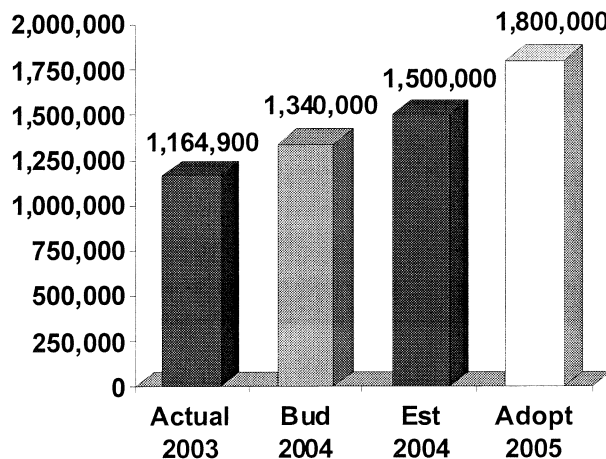
CONVENTION & VISITORS BUREAU
COMMUNITY & VISITOR FACILITIES FUND

**NUMBER OF CVB INITIATED
CONVENTION ROOM NIGHTS HOSTED**



✓ The number of CVB Initiated Convention Room Nights Hosted reflects the group sales efforts of the CVB staff and has increased by 5.07% from Actual FY 2003 to Adopted FY 2005.

NUMBER OF WEBSITE VISITS



✓ The CVB's marketing efforts and advertising campaign strategically drive consumers to the CVB's website increasing the number of visits by 54.52% from Actual FY 2003 to Adopted FY 2005.